

page bibliography. By present-day publishing standards this book is excellently produced; good paper and readable print and, at its price, real value.

A. R. ILERSIC

PERSONNEL MANAGEMENT

Ginzberg, Eli *et al.* *The Ineffective Soldier: Lessons for Management and the Nation*. Vol. 1, *The Lost Divisions*. Pp. xx + 225; Vol. 2, *Breakdown and Recovery*. Pp. xvii + 284; Vol. 3, *Patterns and Performance*. Pp. xix + 340. New York, 1959. Columbia University Press. (London, Oxford University Press). Price 48s. each volume.

The Ineffective Soldier is an investigation by the staff of "The Conservation of Human Resources Committee" into "the ineffective soldier, lessons for management and the Nation."

Volume I, *The Lost Divisions* endeavours to evaluate the mass of statistical evidence accumulated on the manpower problems of the U.S. Army in World War II as they related to the millions of men rejected for service, or discharged during service, on the grounds of temperamental instability (of 18,000,000 young men who were screened 2.5 million were either rejected or discharged prematurely because of mental or emotional instability).

This volume gives a very frank and full account of the methods of selection and screening processes utilized by the American Army. By a very detailed study of a great store of Military Records, and subsequent statistical analysis, it seeks to remove from the realm of speculation the true value of Selection and Screening.

No attempt is made to hide from the reader the numerous errors and mistakes made. In fact it is only by considering the various errors that an adequate policy can be adopted for the future. An acceptable conclusion is perhaps that experience of World War II points to Selection Procedure, even at its best, as being a useful but a limited instrument. It can only be used satisfactorily to reject individuals who because of gross handicap are likely to prove ineffective.

Tribute is paid to the British Allies who were more venturesome and economical in their Selection Procedure.

Volume I will certainly be of interest to the

Student interested in Social Screen Study and Investigations.

Volume 2, *Breakdown and Recovery* deals with selected clinical case-histories from a controlled sample of cases, endeavouring to illustrate the major factors that played a role in the breakdown of these men while in military service.

The lesson learned from this volume, that every man has his breaking point, was well known by the end of World War I but unfortunately had been only too quickly forgotten.

The third and final volume *Patterns of Performance* is an attempt to summarize the statistical data of Volume I and the clinical material of Volume 2 to support theories to account for ineffective soldiers: it is a most readable book and although not producing anything really new it concentrates, very effectively, data to support reasons for the enormous numbers of ineffective soldiers in the U.S. Army in the early days of World War II: it also showed how very ready the U.S. military authorities were to learn from their mistakes, and to apply the lessons learned during the campaign in Korea: for example many ineffective soldiers should not be admitted to hospital for psychiatric treatment but require guidance and support from their commanders.

These three volumes will provide valuable data for study by directors of personnel in industry, it is doubtful if commanders in the fighting services can learn much from them that is not already well known.

R. V. PHILLIPSON

PSYCHOLOGY OF DELINQUENCY

Andry, Robert G. *Delinquency and Parental Pathology*. London, 1960. Methuen. Pp. xv + 173. Price 21s.

FOR THE LAST fifteen years or more the theory of maternal deprivation has been accepted widely and uncritically as the most important single cause of persistent juvenile delinquency, especially stealing. Some, however, have suspected that the part played by the father has been seriously neglected. Dr. Andry, who is a clinical psychologist and a lecturer in psychology in the University of London, set out to rectify this neglect by investigating whether differences exist between delinquents and non-delinquents in